

## CONDUCTING AN ASSESSMENT OF ORGANIZATIONAL CLIMATE

Executive Development

Conducting an assessment of the organizational climate within the Worcester Fire Department;

A prerequisite for strategic planning

John F. Sullivan

Worcester Fire Department

Worcester, MA

December 2004

### **CERTIFICATION STATEMENT**

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed:\_\_\_\_\_

### Abstract

The city of Worcester Fire Department does not have a strategic plan; helping to foster an environment of poor decision-making. These conditions could lead to fatal consequences both on the fire ground and administratively.

The purpose of this research was to identify the most favorable approach to conducting an organizational climate analysis as a prerequisite to development of a comprehensive strategic plan.

The following questions were examined to that end:

1. What are the benefits of conducting an organizational climate assessment?
2. What are the most beneficial climate areas to assess for evaluation?
3. What methods of conducting assessments are available?
4. How can the results be used in the development of a strategic plan?
5. What feedback mechanisms are best suited for dissemination of results?

Evaluative methodology was utilized to conduct this research. Examination of the relevance by which organizational climate and culture affect decision making processes was identified through the use of literature review and a personal interview.

The result of this research indicated the necessity to utilize both quantitative and qualitative assessment procedures to penetrate the deeper layers of organizational culture which affect decision making.

Recommendations for the use of work-groups to conduct specified assessments and provide consensus feedback were advocated.

Table of Contents

Certification Statement..... 2

Abstract.....3

Table of Contents.....4

Introduction.....5

Background and Significance.....6

Literature Review.....9

Procedures.....18

Results.....20

Discussion.....22

Recommendations.....27

Reference List.....30

Appendix A.....34

Appendix B.....45

Appendix C.....46

Appendix D.....47

## Introduction

Strategic planning is a fundamental guiding course of action for most modern organizations both private and public sector. Goodstein, Nolan and Pfeiffer (1993, p. 6) state that “strategic planning and strategic management...are the most important, never-ending jobs of management, especially top management”. Modern fire service organizations are gradually beginning to embrace the need for strategic planning as an essential tool for more productive management as well. Strategic planning, as indicated by Wallace (1998), is the best opportunity a fire department has for successful fulfillment of goals and objectives, and will assist in a comprehensive understanding of its current environment and its future desires. Conversely, an organization that does not engage in strategic planning as a guide for strategic management is stagnant at best. Wallace describes these organizations in more dire terms as, “dying or, at least, in danger of dying” (p.1).

The City of Worcester Fire Department does not have a strategic plan. The research problem is that this environment of ambiguity adversely effects decision making, potentially producing critical consequences during emergency and non-emergency activities. These critical consequences could prove fatal both in human and organizational costs. Soeters (2000 p. 475) describes the membership of uniformed organizations having to “interrelate heedfully” in order to insure common outcomes and avert disastrous results.

At the outset of the strategic planning process, among other areas, an assessment of the organizational environment is fundamental. “Work environments cannot generally be described as psychologically neat and orderly. Rather...as a bundle of stimuli presenting ambiguous and conflicting cues.” according to Kopelman, Brief and Guzzo, (1990, p. 294). Therefore the difficulty becomes deciding which areas of the environment most necessitate immediate analysis

to complement the strategic planning process. The areas of organizational climate and culture are commonly recognized topics that researchers explore when developing the foundation for strategic planning. Schein (2000 p. xxiv) describes these as “two crucial building blocks for organizational description and analysis.” The purpose of this research is to identify the most favorable approach to conducting an organizational climate analysis as a prerequisite to development of a comprehensive strategic plan for the city of Worcester Fire Department.

This project will employ evaluative research methodology to gather pertinent information used to identify an organizational climate survey instrument to be utilized in the development of a strategic plan for the Worcester Fire Department. The following research questions will be explored to provide the data necessary for an effective instrument.

6. What are the benefits of conducting an organizational climate assessment?
7. What are the most beneficial climate areas to assess for evaluation?
8. What methods of conducting assessments are available?
9. How can the results be used in the development of a strategic plan?
10. What feedback mechanisms are best suited for dissemination of results?

### Background and Significance

On December 3, 1999 the Worcester Fire Department lost six firefighters in a cold storage warehouse building fire. Within a matter of minutes, the landscape of 165 years of history and tradition were forever altered. It is inevitable that following an incident of such enormity, an organization will find itself second-guessing its methods and questioning its existing policies. This retrospection initially sought to find the answers to questions surrounding the most recent tragic event; that which precipitated the inquiry. It is our experience however that

such an inquiry will uncover deeper organizational issues; issues which influence decision-making at every level.

One of our core level issues is narrow-mindedness or parochialism. Our incapacity to look beyond our own experience has stifled the professional development process of our department for decades. New techniques and technologies are summarily dismissed as “pie-in-the-sky” or completely unnecessary. This pervasive self-sufficiency permeates our fireground tactics and strategies and our management philosophy. A stark example of our endemic problem was illustrated in the results of the Campbell Organizational Survey (COS), (see Appendix A), which was administered to the Battalion level chief officers of our department, as a prerequisite to this course, Executive Development. The results of which influenced the decision to conduct a more inclusive assessment of current conditions within the departments prior to attempting to develop a strategic plan.

Endemic parochialism, we learned, can be fatal. The City of Worcester Fire Department was established by an act of the Massachusetts state legislature on April 25<sup>th</sup>, 1835. In May of that year, the Board of Selectmen turned the management responsibilities of the department over to a newly appointed Board of Fire Engineers. Almost one hundred seventy years later, nearly the same organizational structure and management philosophy exists, essentially due to the symptomatic effects of parochial thought and institutionalized culture (see Appendix B). As the newest member of that Board of Engineers, and a company officer who lost two crew members that fateful night, I believe that the past must be revered, but the future must be embraced.

Albert Schweitzer wrote, “One who gains strength by overcoming obstacles possesses the only strength which can overcome adversity.” Our greatest obstacle has been ourselves; but the tide is changing. The new leadership of our department is embracing a more modern, less insular

approach to management, in an effort to overcome our obstacles and consequently our adversity. This change effort requires a time of transition. The National Fire Academy's Executive Development student manual highlights this transition concept through the work of Dr. William Bridges, who asserts that change requires transition and paradoxically transitions begin with endings (Federal Emergency Management Agency {FEMA}, 2004). And thus our tragic ending marks the beginning of a period of transition for the Worcester Fire Department.

Clearly one of the most important operational goals of the United States Fire Administration is the reduction of the loss of life of firefighters. The goal of this research project is to support that very same goal at the local level by developing an assessment tool to identify the current organizational climate of the Worcester Fire Department so that meaningful strategic planning can be undertaken to guide the process of transition and change. The Bridges change model in the Federal Emergency Management Agency's Executive Development student manual states that effective ending require, "identifying and acknowledging losses, being open and communicating, treating the past with respect, and accepting the reality of the ending; that the old way is really over" (FEMA, 2004). These constructs compel an assessment of current conditions in order to have any real value. The Worcester Fire Department is ripe for such a period of transition; however the process must be guided.

This evaluative research project will help to identify the benefits of such an assessment, the most beneficial areas of inquiry to assess, the best methods to carry out the assessment and the most effective way to relay that information back to the organization. The results of which can be utilized in the development of an overall strategic plan that will affect every aspect of the organization and its decision-making processes of the future.



## Literature Review

### *Strategic Planning*

The use of strategic planning as a management tool is neither a novel concept nor a particularly innovative one in the private sector. Zammuto, Gifford, and Goodman (2000) found that over a decade ago, 90 percent of private sector organizations studied were using strategic planning as a management tool. According to Bryson (2004) and Soeters (2000) public sector entities, especially local government agencies like the fire service, are now beginning to embrace a more business-like attitude, and are utilizing some of the fundamental management tools of the corporate world, like strategic planning.

There are literally dozens of methodologies and concepts available on how the process of strategic planning should be undertaken. Indeed, this assortment of constructs is necessary in order to accommodate the variables inherent to those divergent needs (Drumm, 2000); however one image that is clear and intrinsic to all forms of strategic planning is its value (Bryson, 2004).

The value of strategic planning can be measured in as many different areas as its scope of influence affects. The most basic of those influences is its affect on decision making. The enhanced ability of top management personnel to consistently engage in strategic decision making is a key objective of strategic planning (Bryson, 2004; Goodstein et al., 1993; Wallace, 1998). Coleman (1999) observes that the fire service has a long standing tradition of effective strategic decision making on the fireground, however this has not always translated to the administration of the daily activities of the department. The National Fire Academy's Executive Fire Officer Program is dedicated to augmenting and consequently translating these very same skills from the fireground to the administrative office (U. S. Department of Homeland Security

{DHS}, 2003). Bryson (2004 p. 11) speaks to the critical aspects of strategic planning and strategic decision making:

“Improved decision making is crucial, because recent studies have indicated that at least half of all strategic decisions fail as a result of poor decision-making processes. It (strategic planning) can help them make today’s decisions in light of the likely future consequences of those decisions. It can help them develop a coherent and defensible basis for decision making and then coordinate the resulting decisions across levels and functions”

The city of Worcester Fire Department has a long tradition of promoting from within the ranks. Generally speaking, the best fireground commanders found their way to the top jobs. Some were successful in translating their decision making prowess from the street to the office; most were not so successful. This tradition of internal promotion has fostered an environment of parochialism that has in the past stifled movement toward more progressive management methods among uniformed organizations (Soeters, 2000). However, our current administration’s willingness to embark on the process of meaningful strategic planning marks a new era for our department. Top management’s unqualified support is a key component to successful implementation of the strategic plan, and the strategic decision making process that results (Bryson, 2004; Goodstein et al., 1993; Wallace, 1998).

### *Culture and Climate*

Assessing the environments within which an organization must operate is a principal component of the strategic planning process. Wallace (1998) writes “A fire department that knows where it is going, knows the environment in which it must operate, and has identified how to get there has the best chance of achieving its goals and desires.” Researchers vary in their

terminology and their degree of specification about which environments are essential for examination in the strategic planning process, but generally agree on the more macro terms of the “internal” and “external” environments (Bryson, 2004; Goodstein, et al., 1993; Sherman & Bohlander, 1992; Wallace, 1998). While both areas are vital to the process, this research will focus on the internal environment.

In order to answer the first research question, “What are the benefits of conducting an organizational climate assessment?” we must first define our objective. The terms internal environment, organizational culture, and organizational climate are treated synonymously for the purposes of this research. Although experts in the field of Organizational Development (OD) make distinction between climate and culture in their clinical analysis, the two constructs are historically and unmistakably intertwined (Payne, 2000; Schneider, Bowen, Ehrhart, and Holcombe 2000; Schein, 2000). The origins of the two constructs are rooted in the genres from which the research emanates. Climate research is founded in the academic areas of social and organizational psychology spearheaded by the work of Kurt Lewin (1890-1947) (Schein, n.d.; Schneider et al., 2000). Ashkanasay, Wilderom, and Peterson (2000) found that the emergence of organizational culture studies developed from the works of researchers in anthropological psychology integrating with the previous works of Lewin and others. Reichers and Schneider (1990) summarize:

Culture and climate are both attempts to identify the environment that affects the behavior of people in organizations. Culture exists at a higher level of abstraction than climate, and climate is a manifestation of culture. Culture and climate are at the same time both monolithic constructs and multidimensional ones. (p.29)

Reichers and Schneider further acknowledge that culture and climate are not identical concepts, but conclude that, "...at a general level, there is substantial overlap between the two concepts" (p. 24).

Defining "organizational climate", Porter, Lawler, and Hackman (1975) state that, "the term refers to the typical or characteristic day-to-day properties of a particular work environment – its nature as perceived and felt by those who work in it or are familiar with it" (p. 456). It is this perceptual level of inquiry that organizational assessment is attempting to comprehend; both individual perceptions and shared perceptions.

As an integral element of strategic planning, the benefits of assessment of the internal environment are apparent; identification of the stakeholders perceptions, underlying assumptions and values will help planners to create a clearer vision of where the organization stands today and create a roadmap for where the organization would like to be in the future (Bryson, 2004).

#### *Assessment Areas*

The next research question asks, "What are the most beneficial climate areas to assess for evaluation?" The strategy for examination of organizational climate often comes in the form of an overall SWOT or SWOC analysis. SWOT is an acronym for the analysis of an organizations strengths, weaknesses, opportunities and threats or (challenges) (Bryson, 2004; Goodstein et al., 1993; Wallace, 1998). Beginning with these fundamental areas, the strategic planning process can incorporate these influencing factors into a rational progressive strategy for the future.

Additional studies by Bryson (2004 p. 136) and Wallace (1998 p. 112) identify three derived components of the internal environment as, "the available resources (inputs), the present strategy (process) and performance (outputs)." Identification and analysis of these fundamental areas within a SWOT or SWOC framework results in a clearer vision of how well the

organization is presently performing (strengths and weaknesses), and what aspects need improvement (opportunities and challenges) (Bryson; Goodstein et al., 1993; Harrison, 1987; Wallace; Wiley & Brooks, 2000).

Schein's model of culture assessment identifies three levels of inquiry, artifacts, values and underlying assumptions (Bryson, 2004; Sathe and Davidson, 2000; Schein, 1999) (appendix C). Organizational assessment can be developed around these areas utilizing a group exercise technique.

The values scan method of Goodstein et al. (1993) takes into consideration the following internal environmental factors;

...the values of the members of the planning team, the current values of the organization, the organization's philosophy of operations, the assumptions that the organization ordinarily uses in its operations, the organization's preferred culture, and finally the values of the stakeholders in the organization's future (p. 13)

Bryson's (2004) ten-step model includes the analysis of the organizations mission and values. In that model, these areas of the organization's culture are directly linked to the internal environment. Wallace (1998) also includes the identification of the department's values and the development of a mission statement as prerequisite steps in his twelve point model. It is clear that Bryson (2004), Goodstein et al. {1993}, and Wallace (1999) concur that any assessment of the internal environment must include an analysis of the organization's mission and values.

E.H. Schein (personal communication November 11, 2004) summarized the most beneficial assessment areas as the combination of his three level model, artifacts, values, and the implicit assumptions of those constituents within the internal environment. He went on further to say that these assumptions form the foundation of the "cultural norms" of the organization.

Whichever methodology or terminology the assessor uses, the most beneficial areas for assessment are those that establish a baseline from which logical conclusions can be made when formulating strategies for the future.

### *Assessment Methodology*

Research question three requires investigation of the following, “What methods of conducting assessments are available?” The initial element to be explored regarding data collection is the approach or methodology for use in assessment. This involves the utilization of quantitative versus qualitative processes. Quantitative analysis is a more common approach to organizational assessment because of its relative ease of use and its accessibility. Rousseau (1990 p. 169) states that “Quantitative approaches to collecting data on organizational culture consist of public, replicable standardized procedures for obtaining and scoring information on the elements within culture’s conceptual domain.” According to Ashkanasay et al. (2000), quantitative assessments are restricted to that portion the cultural arena that is more apparent. The instruments most often used for this type of collection are surveys or questionnaires, interview schedules, Q-sorts (Dragsow & Schmitt, 2002; Rousseau). Schein (1999) believes that surveys cannot truly measure culture within an organization; that at best, a questionnaire will only skim the surface of an organizations artifacts and values and will not identify shared assumptions.

Qualitative methodologies are more complex measures than are quantitative. Qualitative research is done at a more abstract level than is its counterpart. Observations, interviews and assessments, areas more common to qualitative analysis, bring to the surface Schein’s more elusive cultural area of implicit assumptions (Ashkanasay, Broadfoot, and Falkus 2000). Hancock (2002) defines qualitative research as being concerned more with “why” questions; those that focus on the more social aspects of human perception. Rousseau (1990) summarizes

the differences between the two methods; “Traditional qualitative methods combine impressionistic data collection with interpretive analysis. Classic quantitative methods couple standardized assessment with statistical analysis” (p.167).

Schein (1999) suggests that organizational culture and its underlying assumptions can be better deciphered within the scope of a four-hour exercise that utilizes both methods of analysis. A series of preliminary questions are considered to identify the nature of culture within the organization utilizing group discussions and consensus analysis (see Appendix D). The broad categories of, external survival issues, internal integration issues and deeper underlying assumptions are deliberated to identify the baseline elements of culture. The exercise involves a homogeneous group from the organization getting together and performing the following steps (p.65):

- Define the “Business problem”
- Review the concept of culture
- Identify artifacts
- Identify your organization’s values
- Compare values and artifacts
- Repeat the process with other groups
- Assess the shared assumptions

E. H. Schein, (personal communication November 11, 2004) states that using a combination of both quantitative and qualitative assessments will net the best results.

“Quantitative tools will establish a baseline”, from which problems within the organization can be identified and rectified. He further concludes that qualitative analysis will help to better identify an organizations underlying culture, however he cautions that “there is no evidence that culture will change just because you identify it” Change will only be successful if incorporated within a holistic cultural change mechanism, specific to your organization’s developmental stage.

### *Incorporating Assessment Results*

Once the tools are in place and the assessment, or assessments are made, how then can the results be used in the development of a strategic plan? This is research question number four. Bryson (2004) asserts that the use of environmental assessments afford an organization a comprehensive analysis of its current situation which forms the basis for strategic issues that can be addressed in the strategic planning process. Subsequently, identification of organizations strengths, weaknesses, opportunities and challenges, allows the strategic planning team to utilize the resulting data in working groups (Bryson; Wallace 1998). Bryson suggests that three groups be formed around the general component areas of resources (inputs), strategies (processes) and performance (outputs) to allow for detailed analysis. These groups will then sift through information gathered and prioritize those issues that can be immediately addressed, and those that may need further planning or strategic issues. Goodstein, et al. (1993) found that taking quick and decisive action on those issues that can readily addressed conveys a powerful message to the membership of the organizational commitment to the strategic planning process.

The prioritized strategic issues which cannot be immediately addressed are subject to the next step in the strategic planning process. Dependent upon which model the organization is



utilizing for the strategic planning process, the data is further scrutinized against the department's mandates and mission. Bryson (2004 p. 153) and Wallace (1998 p. 123) call this, "Identifying the Strategic Issues of the Organization (Department)." Goodstein, et al. (1993) refers to this process as a gap analysis. They describe the gap analysis as a "reality check, that is, a comparison of the data generated... with whatever is required for executing the organization's strategic plan" (p.261). Bryson declares the desired outcome of this step as, "the creation of the organization's strategic agenda" (p.155).

Without the proper perspective of the organization's current circumstances through a detailed assessment process, no real foundation for the development of the strategic plan can be established (Goodstein et al., 1993). The resulting data is then used as a baseline reference for the development of future goals and objectives as detailed in the strategic plan.

### *Feedback*

The final research question to be explored is, "What feedback mechanisms are best suited for dissemination of results?" The internal stakeholders must be kept apprised of the developments that are occurring as a result of their commitment to the strategic planning process. Goodstein et al. (1993) believe that open communication regarding the planning process is essential. They describe this policy as maintaining a "feedback loop" (p.106) whereby constituents can have access to the on-going planning efforts, and give pertinent response to that information. Porter et al. (1975) describes a survey-feedback process which involves gathering a group of respondents for the purpose of completing a survey instrument. Initially the group discusses the meaning of each of the questions be posed, then individually they provide answers to each of the questions. After the instrument is scaled, the results are provided to the group for

further discussion and analysis. Consensus can then be reached on how to proceed on each of the issues posed.

Wallace (1998 p.121) supports the drafting of a formal written report termed the “Internal Assessment Report.” This report would encompass a summary of findings gathered during the internal assessment process that would be presented to the Fire Chief, and/or the Board of Engineers for their review and comment. He describes this report succinctly as, “...a single, comprehensive assessment of the internal environment of the department.” The internal assessment report would be supported by an annual review of the process.

Finally, Bryson (2004) advocates the use of review groups or review meetings where the planning team shares rough drafts of the strategic plan with key stakeholders for the review and commentary prior to formalization of the final draft. There are various methods for the implementing and sustaining feedback; each describes a plan for the management of information and communications of ideas. It is plain to see that the establishment of an open communications-feedback method is fundamental to the success of the strategic planning process.

## Procedures

### *Research Methodology*

This research project utilized the evaluative research method to help define the parameters of an organizational climate assessment tool which could be utilized in the development of a strategic plan for the Worcester Fire Department. Analysis of the current extent of research in the area of Organizational Development; specifically, examination of the relevance

by which organizational climate and culture affect decision making processes were identified through the use of literature review and a personal interview.

### *Process*

Initially the research for this project began during the second week of the Executive Development course (May 2004) at the Learning Resource Center (LRC) on the campus of the National Fire Academy in Emmitsburg MD. This preliminary search identified several emergency service journal articles related to the topic of “strategic planning”. These articles however were not contemporaneous and did not address the underlying issues of culture and climate. Additional searches of the LRC database relating directly to organizational culture and climate, fire service or otherwise, proved unproductive. The LRC did however identify several texts related to the research subject matter that were attained through the local library system.

Related literature was identified and obtained from several local libraries with the assistance of the Central Massachusetts Regional Library System, Academic & Research Collaborative (ARC). The ARC libraries at Assumption College, Clark University, Quinsigamond Community College and the Worcester Public Library were utilized for literature research. Texts were also obtained directly from various publishers for consideration and review as an adjunct faculty member with interest in the subject matter. Fire service texts from my personal library were also referenced.

Electronic media was also employed in the form of various web searches. Searches were conducted through the use of universal search engines (Goggle and MSN) on the home computer. The subject of the searches conducted were common terminology related to strategic planning, organization development, culture and climate, surveys and corresponding items.

Sources that were significant to the completion of this research were added to the reference list. Many other sources were surveyed for their relevance and added to the researcher's base of knowledge, without actual citation or reference in the text.

After a series of email correspondences, a personal interview was conducted via telephone on November 11, 2004 with Professor Emeritus Edgar H. Schein of the Massachusetts Institute of Technology's Sloan School of Management. Professor Schein is considered a leading authority in the field of organizational culture, and has authored or co-authored several books on the subject. Professor Schein's physical proximity to Worcester afforded him a closer insight to our circumstances following our tragic fire, and his past experiences working with unionized north-eastern organizations also helped to facilitate our discussion involving the prevailing labor culture. The nature of the research was explained, and Professor Schein was asked to add comment to each of the five research questions.

## Results

The following are the results of this research relating to each of the five research questions posed.

*Research question #1:* "What are the benefits of conducting an organizational climate assessment?" An organizational climate assessment provides the foundation for the development of a strategic plan by defining conditions as they currently exist. Strategic planning is widely recognized as the key to unlocking the potential of the modern service organization. Successfully integrated strategic planning is the process by which strategic decision-making can be institutionalized. Institutionalized strategic decision-making within the framework of the fire service can literally have life and death ramifications.

*Research question #2:* “What are the most beneficial climate areas to assess for evaluation?” The most beneficial climate areas to assess are those which best address the fundamental needs of the organization. For the purpose of this research, the fundamental need is the strategic planning process. The more holistic approach, i.e. the one that penetrates the more elusive aspects of culture will best serve the need, and therefore the process. Schein’s cultural levels model including, artifacts, values and shared assumptions are consistent with the research conditions, and provide the best framework for evaluation (Appendix C).

*Research question #3:* “What methods of conducting assessments are available?” Assessment methodology is considered in the broad terms of quantitative or qualitative analysis. The assessment type or instrument used to gather information and data is determined by which methodology is being utilized for the analysis. Ideally an organization would use a combination of both methodologies to penetrate the deeper layers of culture and climate within an organization. The four-hour exercise espoused by Professor Schein emerges as the most comprehensive in terms of accessing the various cultural layers (see Appendix D).

*Research question #4:* “How can the results be used in the development of a strategic plan?” The information gathered from the assessment process is analyzed for its immediacy and efficacy. Those issues that can be addressed directly are given priority. Many of these matters will not become topics to be explored in the strategic planning process, but are important to the organizations short-term environmental health. The remaining items are measured against the identified mission and mandates of the organization for their merit. Those that are justified are addressed in the planning process.

*Research question #5:* “What feedback mechanisms are best suited for dissemination of results?” Although the feedback mechanism utilized is not as crucial as the premise; what does

emerge is the necessity of inclusion and input of the stakeholders in the process. The feedback-loop is a vital link to the keeping the planning process current. It also insures that the stakeholders remain a focal point throughout the development of the strategic plan. The process of using planning sub-committees and assessment work-groups as avenues for evaluation and feedback is consistent within the overall process and fosters inclusion.

### Discussion

The Applied Research Project (ARP) proposal had originally identified this undertaking as an action research project. The intention was to identify a cost effective and time sensitive survey tool that would yield results that could be used in the process of strategic planning; similar to the Campbell Organization Survey used in the NFA's Executive Development course. In the process of researching the conceptual and practical application of so-called climate or cultural surveys, such as the ones listed above, it became apparent that this type of quantitative analysis would not address the core issue of the research problem; ambiguous decision-making practices. That inevitability directed the project focus toward identification and evaluation of the best possible assessment technique and away from the actual application of a survey instrument. The original notion of this project would be irrelevant if the results proved to be immaterial. Ashkanasay, Broadfoot, et al. (2000 p. 145) state that, "the exclusive use of quantitative methods is bound to prove inadequate." Rousseau (1990) calls the use of quantitative assessment of organizational culture controversial and further questions the ethical nature of the methodology. Thus, the focal point became the nature of cultural assessment, as opposed to the device. The research questions posed herein are more conducive to the preliminary aspects of the assessment process than the actual application of the technique.

To shape the context of the research, the benefit of strategic planning is established by Goodstein et al. (1993, p. 6) who state that “strategic planning and strategic management...are the most important, never-ending jobs of management, especially top management”. The most important consequence of strategic planning is the development and institutionalization of strategic decision making (Bryson 2004; Goodstein et al., 1993; Wallace, 1998). This effect addresses the precise problem identified in the ARP proposal.

As a point of clarification, the context of culture and climate are reconciled. Although experts make a discernible distinction between the two constructs at the level of academic research within the realms of sociology and anthropology, they do however agree that the two are historically and unmistakably intertwined (Payne, 2000; Schneider et al., 2000; Schein, 2000). This research does not make distinction, and considers them effectively comparable at this level of inquiry.

The first question posed seeks to identify the benefits of climate assessment within the context of strategic planning. Bryson (2004) clearly states that, “external and internal assessments give an organization a clear sense of its present situation and lay the basis for identifying strategic issues and developing strategies (p. 149). Each of the strategic planning methodologies studied identified an assessment of the internal environment as a key component in the process of strategic planning (Bryson; Goodstein et al., 1993; Wallace, 1998). Schein (personal interview November 11, 2004) summarized the benefits of an organizational assessment as an illustration of an organization’s current cultural norms; leading to an evaluation of culture as “an aid or a hindrance”. The benefits of objective self-appraisal are well documented both personally and organizationally. Assessment of the current state of an organization’s condition is fundamental to future success.

Logically, the next question asks, “what are the areas of culture/climate that are the most beneficial to evaluate?” Several themes emerge from the study of this aspect of the research. The importance of an organization’s values is a central component of climate assessment research (Bryson, 2004; Goodstein et al., 1993; Schein, 1999; Wallace, 1998). Strategic planning models differ in their data gathering techniques related to assessing values, however the basic premise of the necessity for discerning the values climate within the organization remains consistent.

Identifying the mission and mandates of an organization were central components to many of the methodologies considered (Bryson, 2004; Goodstein et al., 1993; Wallace, 1998). Schein (1999) considered these as aspects of the artifacts of an organization, or the more “visible organizational structures and processes (p.16)” Artifacts, when considered in conjunction with values, form the basis for analysis of an organization’s shared tacit assumptions; the third area of inquiry in Schein’s three levels of culture. Investigation of these areas of an organization’s internal environment will yield the most beneficial data for strategic planning, when conducted in a comprehensive manner.

Therefore, the next reasonable issue to explore is the identification of a comprehensive methodology for conducting the assessment. This is the critical and most controversial aspect of cultural/climate assessment. The debate surrounding the use of quantitative versus qualitative analysis techniques for accurate assessment of organizational culture is the principal factor in determining the direction of this research project. Readily available questionnaires and survey instruments are examples of quantitative measurement tools. Several studies (Ashkanasay, Broadfoot, et al 2000; Rousseau, 1990; Schein, 2000) highlight the controversial nature of this methodology, and believe that exclusive use of this method of assessment is limited to the more



surface areas of culture. Schein (1999) more emphatically states, “Culture *cannot* be assessed by means of surveys or questionnaire” (p.86).

Those same studies further conclude that a combination of both qualitative and quantitative assessment will produce more consistent results, as evidenced by Rousseau (1990 p. 186) that, “Failure to apply a variety of methods in assessing culture limits our understanding of it”. Schein (personal interview November 11, 2004) believes that the use of climate surveys will aid in the measurement of an organizations perceived problems; an example of the “surface manifestations” that exist within an organization. In order to penetrate the deeper layers of culture, the tacit assumptions, an assessment must utilize more qualitative measures (Schein 1999). Ashkanasay, Broadfoot, et al. (2000) summarize: “We therefore advocate the use of qualitative methods as a means to extend the boundaries of application of quantitative measurement of organizational culture. Combined with the qualitative data, questionnaire measures provide a standardized means to assess organizational culture” (p. 145).

Considering the findings above, Schein’s (1999) method for assessing organizational culture utilizing both quantitative and qualitative data gathered from a four-hour group exercise emerges as a cost effective and time efficient methodology. The results of these group exercises will yield a far superior appraisal of the current organizational culture than a solicited survey instrument. Schein warns however that “there is no evidence that culture will change just because you identify it” (personal interview November 11, 2004).

Utilizing the results of the assessment in the development of a strategic plan is the ultimate goal of the process. The results document the condition of the organization as it currently exists. The various strategic planning models incorporate the data gathered at different

stages of the process; ultimately however the results are used to form the foundation from which strategic issues are identified. Goodstein et al. (1993 p.261) refer to this process as a “gap analysis”; comparing the current situation to the forecasted future to identify the gap between the two. Bryson (2004) and Wallace (1998) use the data in the process of identification of strategic issues facing the organization. Whatever the model, the data is evaluated for its efficacy and immediacy. Those issues that can be immediately addressed are given priority. This will expedite the simpler issues, and begin to show tangible results to the organization. The remaining issues are further deliberated by the appropriate planning sub-committee or work-groups. These work groups concentrate their efforts on an identified area within the context of the strategic plan. Relevant issues are incorporated; less germane items are re-evaluated within the feedback process.

All well designed organizational development models have a process for feedback. Open lines of communication between those who are involved in development of the strategic plan and those stakeholders who will be impacted by the plan are critical for long-term success. Goodstein et al. (1993) refer to the process as the “feedback loop” (p.106); literally keeping everyone in the loop. The vehicle used to insure feedback is often a function of the strategic planning model being utilized by the organization. Porter (1975) advocates the use of a survey for feedback. Given the limitations of that type of instrumentation, it would not be advisable. Wallace’s (1998) model drafts an official assessment report which is scrutinized by the top management team for review and comment.

The feedback process promoted by Bryson (2004) whereby the members of the various sub-committees develop a committee report which is then reviewed by other sub-committees, and members of the original assessment work-groups seems to hold the greatest promise for

successful evaluation. Those members who reported out results from the assessment work-groups can appraise the committee work, and provide feedback on the accuracy of the extrapolated data in regard to the original intent of the information. Members of the other planning sub-committees can evaluate the reports from their colleagues and compare and contrast that information against their own findings. This component will provide continuity to the process and develop consensus (Bryson, 2004).

The Worcester Fire Department could benefit significantly from the institution of a strategic planning process that would accurately report the current state of our organization; both the internal and external environments. Internally there are disturbing currents that are eroding the foundation of our department. Conversely muted optimism exists among a vast majority of the members of the organization. Only through a genuine process of self-appraisal can those destructive forces be exposed and addressed. These negative aspects often have validity, and need to be reinvigorated. The idealists are given a voice by which they can channel their optimistic energy by a process that encourages input. Using strategic planning as a tool to assess the current situation and envision the future of an organization will help to produce better decision makers among both groups. Wallace (1998 p. 2) summarizes, “A strategic planning system doesn’t deal with decisions made in the future. Rather, it deals with decisions made today that will affect the future.”

## Recommendations

As a result of the research done herein the author recommends that the Worcester Fire Department sincerely commits to a process of strategic planning. The following is a list of recommendations to aid in that process:

- The Worcester Fire Department Board of Engineers should adopt a strategic planning model that will thoroughly assess the external and internal environments of the organization. The Wallace model, being fire service specific, appears to be the most beneficial and expedient.
- Within the framework of the strategic planning model, work-groups should be formed for the purposes of assessing the internal environment, or organizational culture/climate of the department.
- Work-groups will be trained in the nature of organizational culture/climate by utilizing the Schein Culture Content Questions (appendix C) and education pertaining to the three culture levels, artifacts, values and implicit assumptions (appendix B).
- Work-groups will subsequently utilize Schein's four-hour exercise identified in the research; defining the business problem, review the concept of culture, identify artifacts, identify your organization's values, compare values and artifacts, repeat the process with other groups.
- The strategic planning team will then assess the shared assumptions developed from the work-group sessions and address immediately correctable items and assign remaining items to the proper sub-committee for evaluation.
- Sub-committees will evaluate the remaining items within the context of the strategic planning process and report out the findings through the feedback process.

- Feedback groups, including original workgroups and other sub-committees will evaluate the findings and deliver recommendations back to committee.

Additional research is recommended in the other aspects of the strategic planning, specifically evaluating the external environment of the organization. Also research should be conducted in the area of organizational change processes.

This process should begin without delay, but should proceed at a measured pace, allowing time for institutional adjustment and due process.

By and large the process of strategic planning should foster an environment of strategic thinking. The ability to think strategically will logically enhance the strategic decision-making capability of the membership of the Worcester Fire Department. The cyclical and inclusive natures of the process will insure participation at all levels of the organization, and will proliferate the decision-making capabilities for generations to come.

Researchers in the area of fire service culture/climate must look beyond the firehouse doors and appreciate the fact that we are a unique society in many aspects of our traditions and ways of life, but that we are no more unique than any other group. We present the same basic problems and solutions as any other organization, public or private, and can learn a great deal from those other aspects of society. Our culture is steeped in tradition, but was never intended to be static; in fact it is constantly evolving with or without our direct participation. Through self-appraisal we can dictate the terms of the evolution.

## Reference List

- Ashkanasay, N.M., Broadfoot, L.E., & Falkus, S. (2000). Questionnaire measures of organizational culture. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture & climate*. (pp. 131-146), Thousand Oaks, CA: Sage.
- Ashkanasay, N.M., Wilderom, C.P.M., & Peterson, M.F. (Eds.) (2000). *Handbook of organizational culture and climate*. Thousand Oaks, CA: Sage. Thousand Oaks, CA: Sage.
- Bryson, J.M. (2004). *Strategic planning for public and nonprofit organizations*. San Francisco: Jossey-Bass.
- Coleman, R.J. (1999). *Going for gold*. Albany, NY: Delmar.
- Dragsow, F., & Schmitt, N. (Eds.). (2002). *Measuring and analyzing behavior in organizations: Advances in measurement and data analysis*. San Francisco: Jossey-Bass.
- Drumm, H.M. (2000). *Identifying the core values of the city of Markham fire department*. Executive Fire Officer Research Paper. Emmitsburg, MD: National Fire Academy.
- Federal Emergency Management Agency. (2004). *Executive Development; student manual*. Emmitsburg, MD: Author.
- Goodstein, L. D., Nolan, T. M., & Pfeiffer, J. W. (1993). *Applied strategic planning: How to develop a plan that really works*. New York: McGraw-Hill.
- Hancock, B. (2002). *An introduction to qualitative research*. Retrieved November 16, 2004, from Nova Southeastern University, The School of Social and Systemic Studies. Web site: <http://www.nova.edu/ssss/QR/text.html>

- Harrison, M. I. (1987). Diagnosing Organizations: Methods, models, and processes. In L. Bickman (Ed), *Applied Social Research Methods Series. Vol. 8*. Newbury Park, CA: Sage.
- Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990). The role of culture and climate in productivity. In B. Schneider (Ed.), *Organizational climate and culture*. (pp.282-318), San Francisco: Jossey-Bass.
- Payne, R.L. (2000). Climate and culture: How close can they get? In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture & climate*. (pp. 163-176), Thousand Oaks, CA: Sage.
- Porter, L. W., Lawler, E. E., & Hackman, J. R. (1975). *Behavior in organizations*. New York: McGraw-Hill.
- Reichers, A.E., & Schneider, B. (1990). Climate and culture: An evolution of constructs. In B. Schneider (Ed.), *Organizational climate and culture*. (pp.5-39), San Francisco: Jossey-Bass.
- Rousseau, D.M. (1990). Assessing organizational culture: The case for multiple methods. In B. Schneider (Ed.), *Organizational climate and culture*. (pp.193-236), San Francisco: Jossey-Bass.
- Sathe, V. & Davidson, E.J. (2000). Toward a new conceptualization of culture change. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture & climate*. (pp. 279-296), Thousand Oaks, CA: Sage.
- Schein, E. H. (n.d.). *Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning*. Retrieved September 23, 2004 from <http://www.psicopolis.com/Kurt/fieldfa1gb.htm> accessed.

- Schein, E.H. (1999). *The corporate culture survival guide*. San Francisco: Jossey-Bass.
- Schein, E. H. (2000). Sense and nonsense about culture and climate. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture & climate*. (pp. xxiii - xxx), Thousand Oaks, CA: Sage.
- Schneider, B., Bowen D.E., Ehrhart M.G., & Holcombe, K.M. (2000). The Climate for service: Evolution of a construct. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture & climate*. (pp.21-36), Thousand Oaks, CA: Sage.
- Sherman, A. W., & Bohlander, G. W. (1992). *Managing human resources* (9<sup>th</sup> edition). Cincinnati, OH: South-Western.
- Soeters, J.L. (2000). Culture in uniformed organizations. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture & climate*. (pp. 465-481), Thousand Oaks, CA: Sage.
- U. S. Department of Homeland Security, (2003). *Executive fire officer program: Operational policies and procedures*. Emmitsburg MD: Author.
- Wallace, M. (1998). *Fire department strategic planning: Creating future excellence*. Saddlebrook, NJ: PennWell.
- Wylie, J.M., & Brooks S.M. (2000). The high performance organizational climate: How workers describe top-performing units. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture & climate*. (pp.177-192), Thousand Oaks, CA: Sage.
- Zammuto, R.F., Gifford, B., & Goodman, E.A. (2000). Managerial ideologies, organization culture, and outcomes of innovations. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F.



Peterson (Eds.), *Handbook of organizational culture & climate*. (pp.261-278), Thousand Oaks, CA: Sage.

Appendix A

*Campbell Organizational Survey:*

(See pg. 35)

**Results for:**

**JOHN F SULLIVAN**  
Nat'l Emergency Training

**REFERENCE GROUP:**

23 (N=7)

**DATE COMPLETED: 04/02/04**

**DATE SCORED: 5/11/04**

You were coded as a member of the Reference Group described above and your responses are reflected in the Reference Group's average scores.



See the COS Interpretive Guide - Individual Results enclosed with your report for help in reviewing your scores.



Survey Version: B.04.894

By David P. Campbell, PhD  
Center for Creative Leadership  
Colorado Springs, Colorado 80906

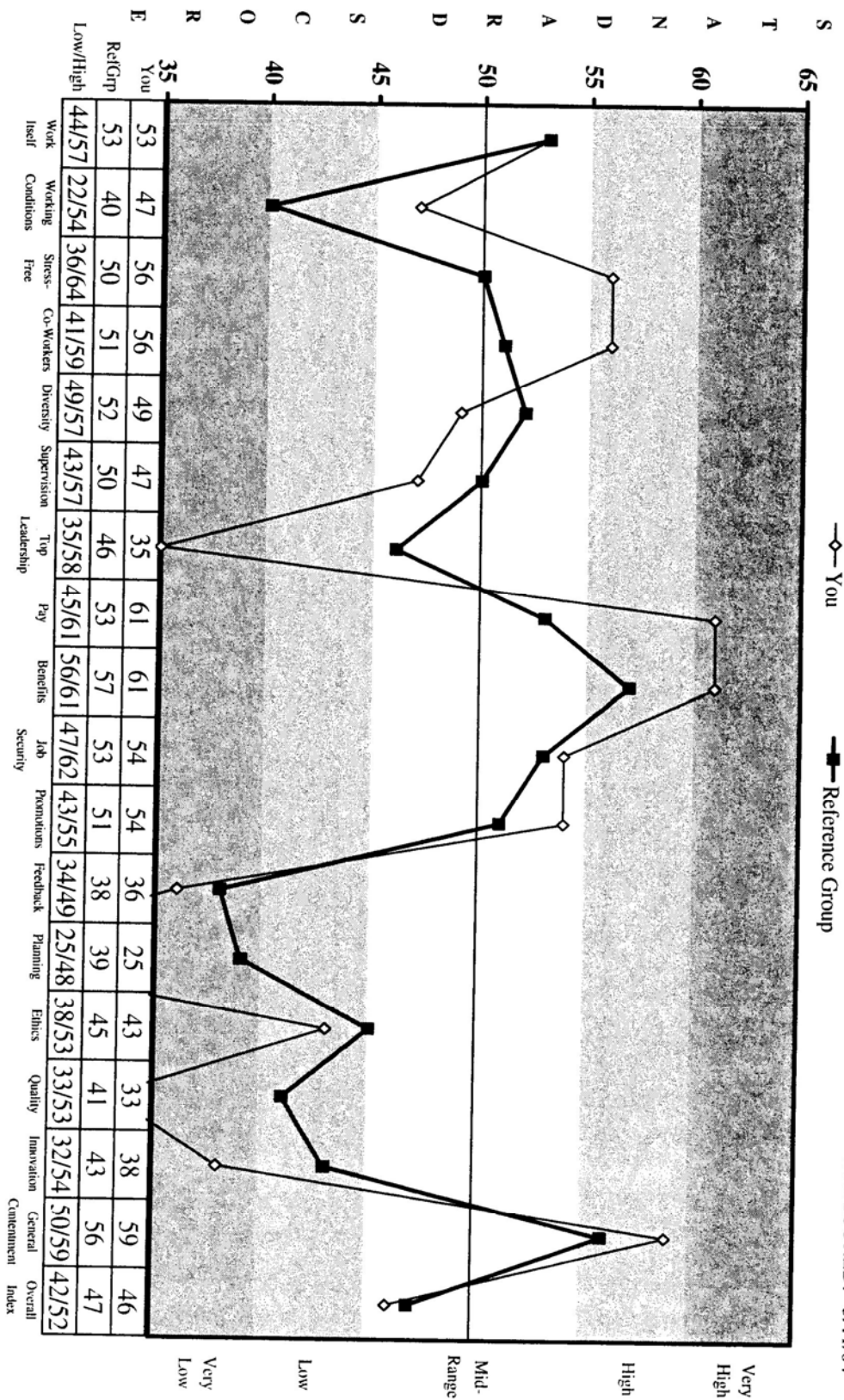
© 1988, 1990, 1995 DAVID CAMPBELL, PhD. All rights reserved.  
This form, and its contents, may not be duplicated in any manner  
without written permission from the publisher. Published by National  
Computer Systems, Inc., P. O. Box 1416, Minneapolis, MN 55440.

The Campbell Organizational Survey (COS) instrument is one of the  
Campbell Development Surveys (CDS) by David Campbell, PhD.  
"Campbell Organizational Survey," "COS," "Campbell Development  
Surveys," and "CDS" are trademarks owned by David Campbell, PhD.

NAME: JOHN F SULLIVAN  
REFERENCE GROUP: 23 (N=7)

Campbell Organizational Survey - Individual Profile

Page 1  
DATE SCORED: 5/11/04



Responses: SD D sd SA A SA  
Percent: 01 21 19 30 16 12 Valid

© 1988, 1990, 1995 DAVID CAMPBELL, PhD. All rights reserved.  
This form, and its contents, may not be duplicated in any manner without written permission from the publisher.  
Published by National Computer Systems, Inc., P. O. Box 1416, Minneapolis, MN 55401  
The Campbell Organizational Survey (COS) instrument is one of the Campbell Development Surveys (CDS) by David Campbell, PhD.  
"Campbell Organizational Survey," "COS," "Campbell Development Surveys," and "CDS" are trademarks owned by David Campbell, PhD.

Survey Version: B.04.894  
100% Completion Valid  
100% Consistency Valid

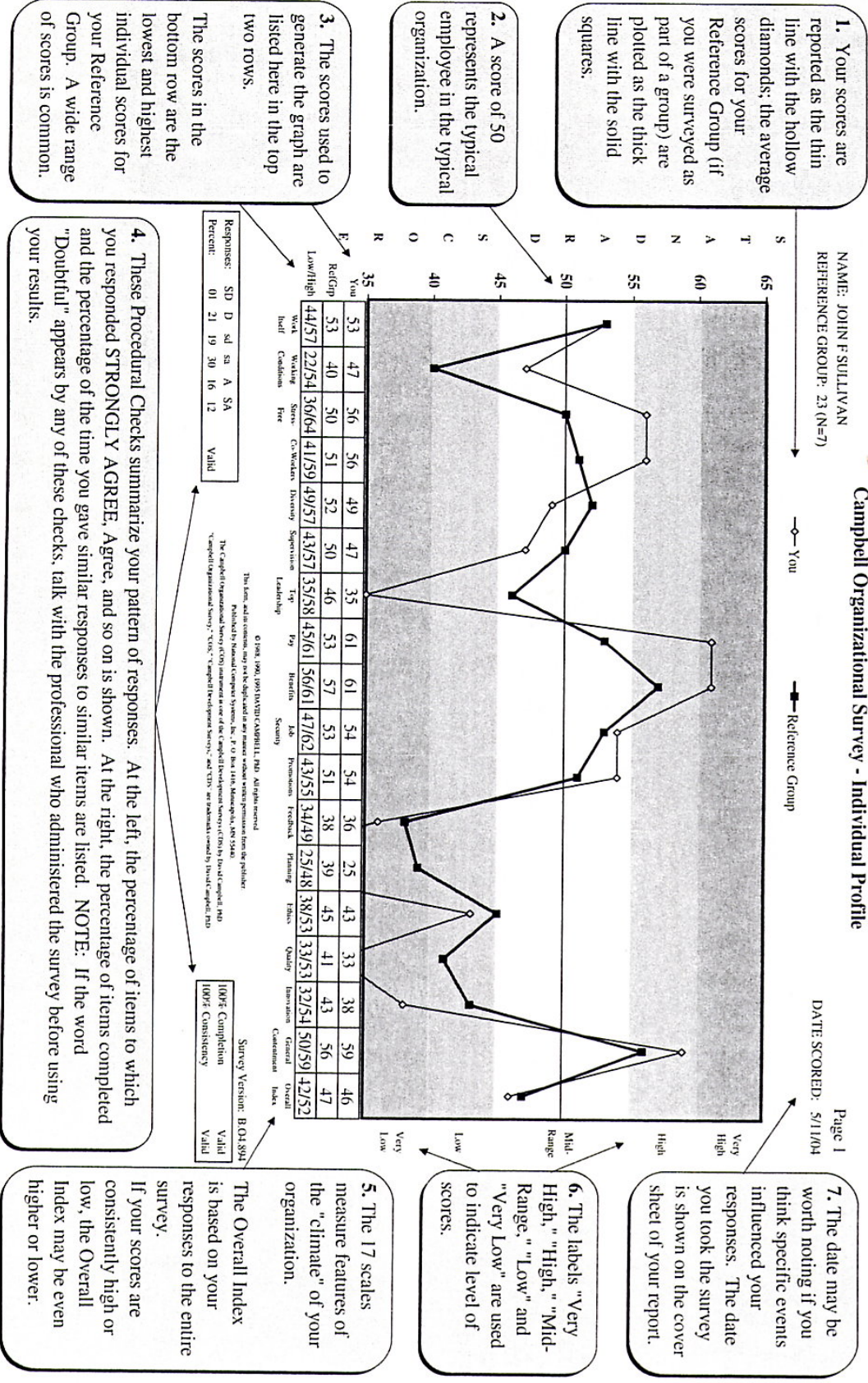


# Campbell Organizational Survey Results for JOHN F SULLIVAN

REFERENCE GROUP: 23 (N=7)

Page 2  
DATE SCORED: 5/11/04

Review this page for details on interpreting your COS profile on page 1 of this report.





# Campbell Organizational Survey Results for JOHN F SULLIVAN

Page 3  
DATE SCORED: 5/11/04

REFERENCE GROUP: 23 (N=7)

## Standard Scores on Scales

The graphs below on the left show how you and your Reference Group scored on each scale. These graphs are "slices" of the profile on page 1. The actual scores are listed below the graphs. To display scores outside the plotting area, scores >65 are plotted as 65 and scores <35 are plotted as 35.

## Items on Scales

The items on each scale are listed below. Some items appear on more than one scale. *The statements in italics are negatively weighted.*

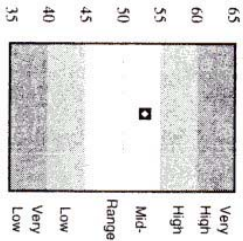
Your scale scores (plotted on the graphs below on the left) were calculated by combining your responses to these items and then comparing them to a diverse norm group.

## Item Responses and Percent Favorable

The numbers to the right of each item show the percentage of people in your Reference Group who chose each response. Your responses are indicated by asterisks.

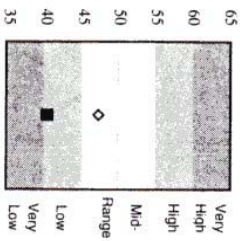
The Percent Favorable column at the far right shows the percentage who responded in a favorable way (Agree or STRONGLY AGREE to positive statements and STRONGLY DISAGREE or Disagree to negatively weighted statements, as shown by the dotted borders). The item response data on the right are converted via the norming process to a standard score for each scale plotted on the graphs at the far left.

## The Work Itself



1. I enjoy my work.....	0	0	0	0	0	57	*43	100
21. I have a lot of freedom to decide how to do my work.....	0	0	0	0	*14	71	14	85
36. The work that I do is important.....	0	0	0	0	0	71	*29	100
39. On my job, I use a wide range of skills.....	0	0	0	0	29	*57	14	71
43. <i>My job is dull and boring.....</i>	14	*71	14	0	0	0	0	85

## Working Conditions



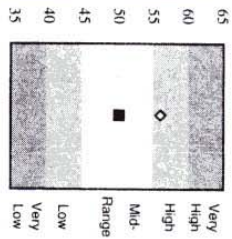
26. My working space has the equipment that I need to do good work.....	0	14	14	14	*57	14	0	14
31. I work in a pleasant, attractive setting.....	0	29	29	*29	14	0	0	14
8. <i>I work under unpleasant conditions, such as crowding, dirt, noise, or poor lighting.....</i>	14	*43	14	14	14	14	0	57

# Campbell Organizational Survey Results for JOHN F SULLIVAN

REFERENCE GROUP: 23 (N=7)

Page 4  
DATE SCORED: 5/11/04

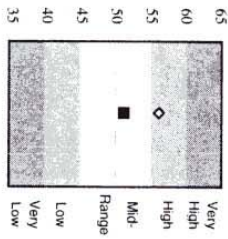
## Stress - Free



20. When I am under stress, I have someone at work I can talk to about the problem.....
12. Job stress is affecting my health.....
33. Many of my co-workers are under a lot of job stress.....
49. Because the pace is so demanding here, mistakes often happen.....
54. At work, I constantly feel under tension and stress.....

STRONGLY DISAGREE	Disagree	Slightly disagree	Slightly agree	Agree	STRONGLY AGREE	Percent Favorable
0	29	0	*57	14	0	14
0	*43	14	29	14	0	43
0	14	*43	29	14	0	14
0	29	43	*14	14	0	29
0	*43	0	43	14	0	43

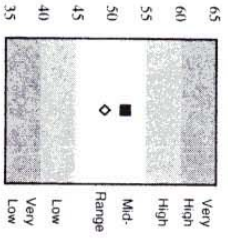
## Co - Workers



3. People at my level help each other out when the workload is heavy.....
53. The people I work with treat me in a warm and friendly manner.....
57. My co-workers offer support and encouragement to help each other succeed....
62. There is a good feeling of teamwork in my group, with people working well together.....
38. In this organization, people take advantage of others to get ahead.....

0	0	0	43	*57	0	57
0	0	0	14	71	*14	85
0	0	0	71	*29	0	29
0	0	29	14	43	*14	57
14	43	14	*14	14	0	57

## Diversity



5. Our organization has a diverse membership, including people with many varying personal characteristics and backgrounds.....
15. People with diverse backgrounds--such as different religions, races, and nationalities--work harmoniously together in our organization.....
40. Our organization deals fairly with people of diverse backgrounds (for example, different religions, ethnic groups, or alternative lifestyles).....
60. The members of our organization treat people fairly, no matter what their gender, race, or age.....
67. Men and women of equal ability, education, and experience have equal opportunities here for promotion.....

0	0	0	29	*43	29	72
0	0	14	29	*57	0	57
0	0	0	*43	57	0	57
0	0	0	*57	43	0	43
0	0	0	*29	29	43	72



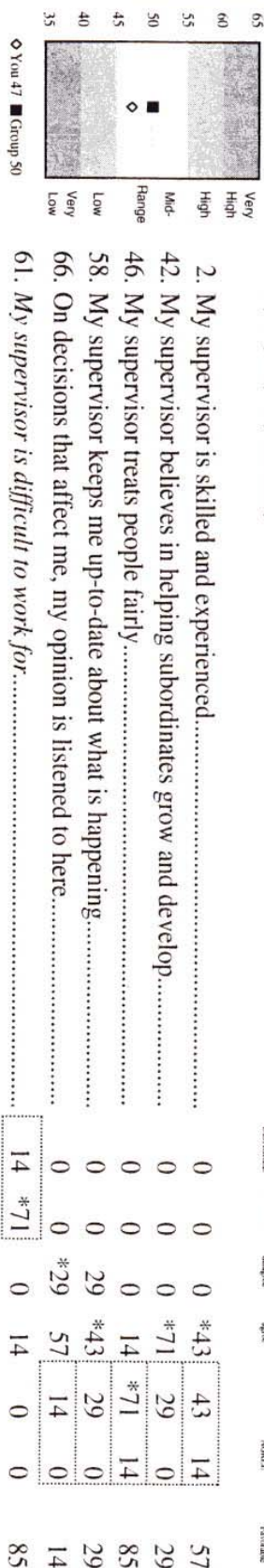
# Campbell Organizational Survey Results for JOHN F SULLIVAN

REFERENCE GROUP: 23 (N=7)

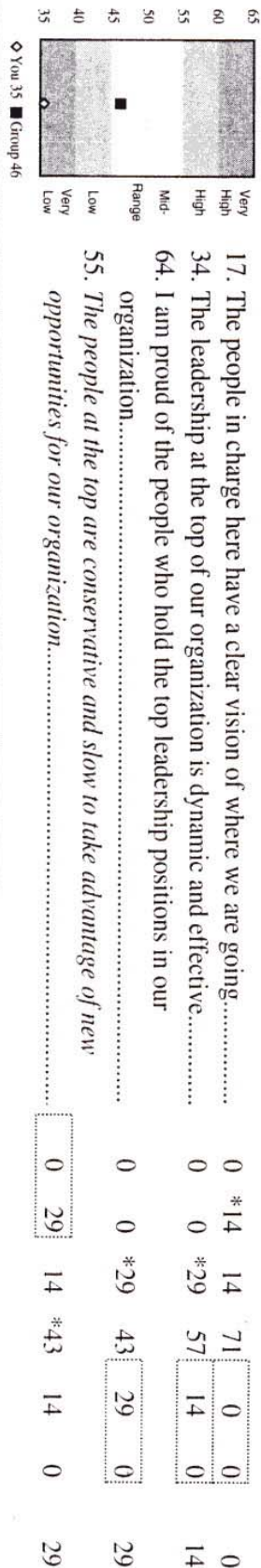
Page 5  
DATE SCORED: 5/11/04

## Supervision

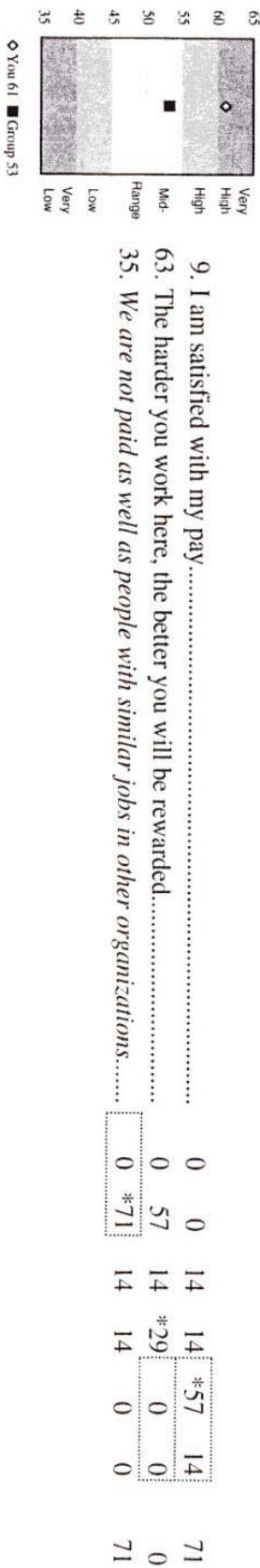
(Self-employed respondents were instructed to skip items 2, 42, 46, 58, and 61.)



## Top Leadership



## Pay



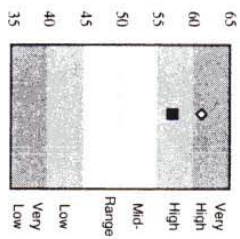


# Campbell Organizational Survey Results for JOHN F SULLIVAN

REFERENCE GROUP: 23 (N=7)

Page 6  
DATE SCORED: 5/11/04

## Benefits

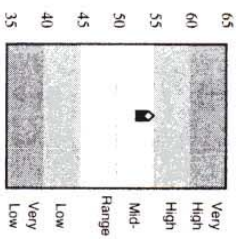


50. Our fringe benefits--such as holidays, insurance, vacations, and retirement plans--are good.....

0 0 0 0 0 71 \*29 100

◆ You 54 ■ Group 51

## Job Security

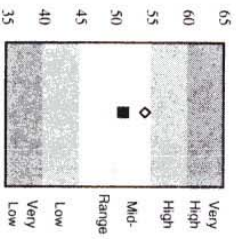


6. I know that as long as I do good work, my job here is secure.....  
45. Our organization has a stable, secure future, so we do not need to worry about job security.....  
23. I am afraid that some unexpected change might eliminate my job.....

0 0 14 14 \*57 14 71  
0 29 0 \*29 29 14 43  
14 \*86 0 0 0 0 100

◆ You 54 ■ Group 51

## Promotions



42. My supervisor believes in helping subordinates grow and develop.....  
47. If I do a good job, my chances for promotion are good.....  
56. This job is a good stepping stone for the future.....  
10. Promotions in this organization depend more on having the right connections than on performance.....

0 0 0 0 \*71 29 0 29  
0 29 14 \*43 14 0 14  
0 0 43 14 \*43 0 43  
43 \*57 0 0 0 0 100

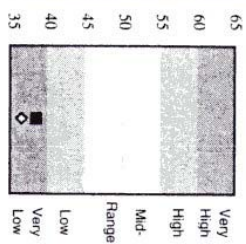
◆ You 54 ■ Group 51

# Campbell Organizational Survey Results for JOHN F SULLIVAN

REFERENCE GROUP: 23 (N=7)

Page 7  
DATE SCORED: 5/11/04

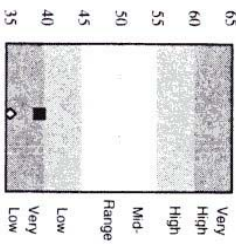
## Feedback



14. Our organization has good performance appraisal systems in place.....
44. Feedback on performance for people at my level is timely, accurate, and constructive.....
58. My supervisor keeps me up-to-date about what is happening.....
30. Our organization does a poor job of keeping us informed about current developments.....

STRENGTHLY DISAGREE	Disagree	Slightly Disagree	Slightly Agree	Agree	STRENGTHLY AGREE	Percent Favorable
*43	43	14	0	0	0	0
14	*57	29	0	0	0	0
0	0	29	*43	29	0	29
0	14	29	*29	29	0	14

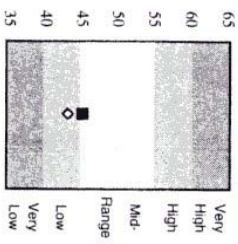
## Planning



17. The people in charge here have a clear vision of where we are going.....
24. A visible, clearly stated planning process is used to guide our future actions....
32. New projects here are usually well planned.....
51. There is little planning in my work group; we just go from crisis to crisis.....

STRENGTHLY DISAGREE	Disagree	Slightly Disagree	Slightly Agree	Agree	STRENGTHLY AGREE	Percent Favorable
0	*14	14	71	0	0	0
0	*43	29	29	0	0	0
0	*14	71	14	0	0	0
0	0	14	43	29	*14	0

## Ethics



19. Our executives and managers set good examples of ethical behavior.....
25. Our organization expects the truth up and down the line; honesty is part of our way of life.....
28. I admire the way our organization handles questions of right and wrong.....
37. I feel pressured here to do things that are unethical or dishonest.....
59. The way this organization handles ethical issues makes me uneasy.....

STRENGTHLY DISAGREE	Disagree	Slightly Disagree	Slightly Agree	Agree	STRENGTHLY AGREE	Percent Favorable
0	0	29	*71	0	0	0
0	14	*14	71	0	0	0
0	0	*71	29	0	0	0
29	*71	0	0	0	0	100
14	29	*14	43	0	0	43

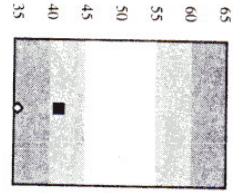


# Campbell Organizational Survey Results for JOHN F SULLIVAN

REFERENCE GROUP: 23 (N=7)

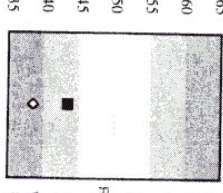
Page 8  
DATE SCORED: 5/11/04

## Quality



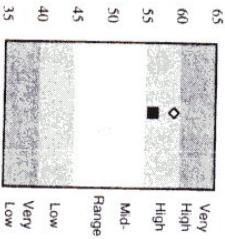
◆ You 33 ■ Group 41

## Innovation



◆ You 38 ■ Group 43

## General Contentment



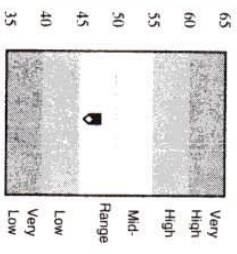
◆ You 59 ■ Group 56

7. This organization is committed to producing high-quality products or services.....	0	0	*29	29	43	0	43
16. Quality is important here, both in terms of what we produce and how we work.....	0	0	*43	43	14	0	14
41. My co-workers continually try to improve the way we do things.....	0	14	0	*57	29	0	29
48. Top management sends a clear message that quality is important in this organization.....	0	0	*57	43	0	0	0
65. I have the time, freedom, and resources to identify problem areas and to make improvements.....	0	14	*14	57	14	0	14
27. Managers here tolerate substandard performance to meet goals, budgets, or quotas.....	0	14	14	*57	14	0	14
13. New ideas are welcomed and nurtured here.....	0	0	*43	57	0	0	0
29. I have the necessary time, freedom, and resources to try new approaches.....	0	29	*29	43	0	0	0
22. Change comes slowly here; people would rather do things the old way.....	0	0	0	14	43	*43	0
55. The people at the top are conservative and slow to take advantage of new opportunities for our organization.....	0	29	14	*43	14	0	29
4. In general, I am satisfied with my job.....	0	0	0	0	*100	0	100
11. I look forward to going to work every day.....	0	0	14	14	57	*14	71
52. I would rather work here than anywhere else I know.....	0	0	14	29	*57	0	57
18. My dissatisfaction with this job has led me to consider quitting.....	57	*43	0	0	0	0	100

**Campbell Organizational Survey Results for JOHN F SULLIVAN**  
REFERENCE GROUP: 23 (N=7)

Page 9  
DATE SCORED: 5/11/04

**Overall Index**



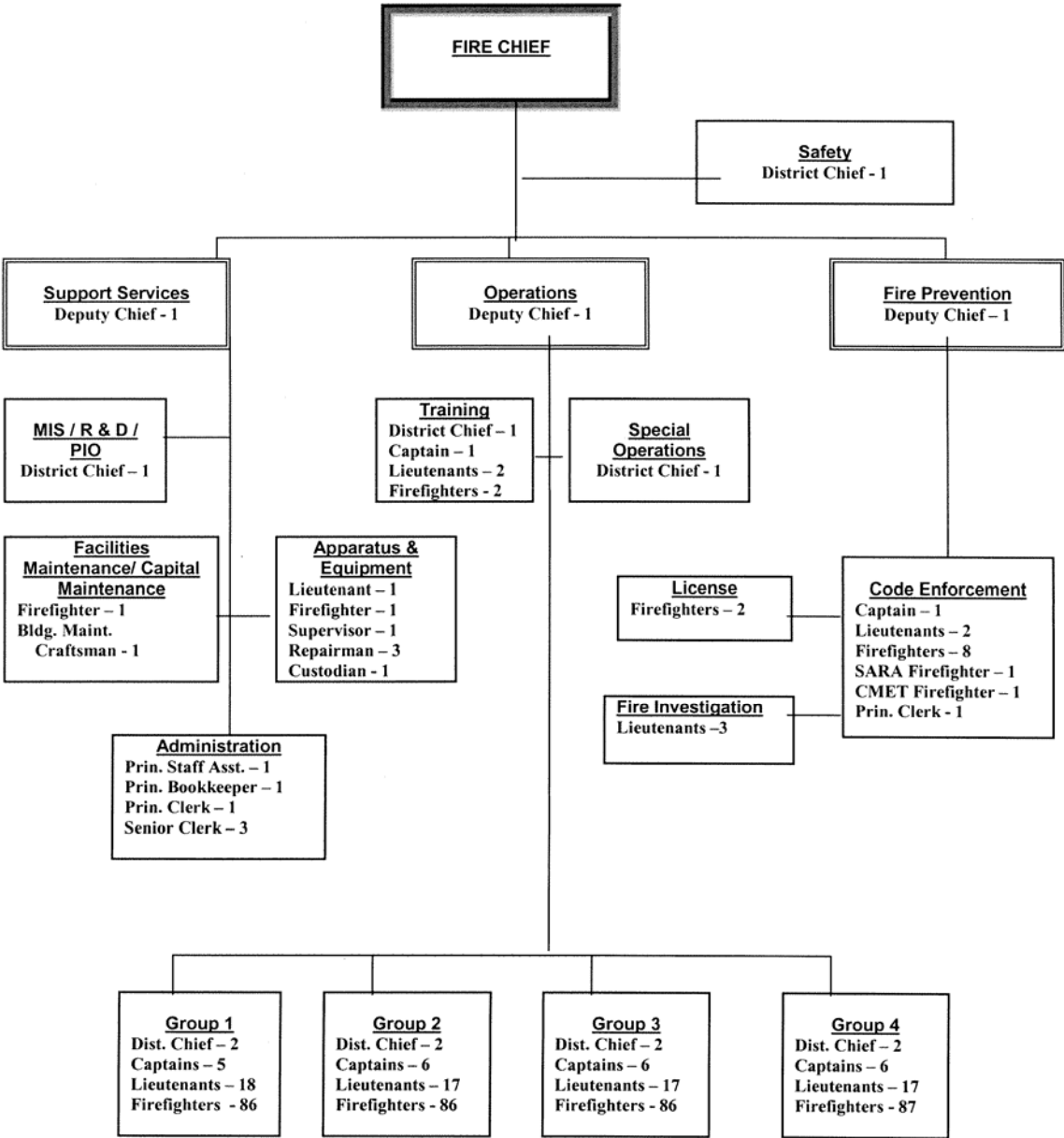
The Overall Index is based on responses to the entire survey.

◆ You 46 ■ Group 47

Appendix B

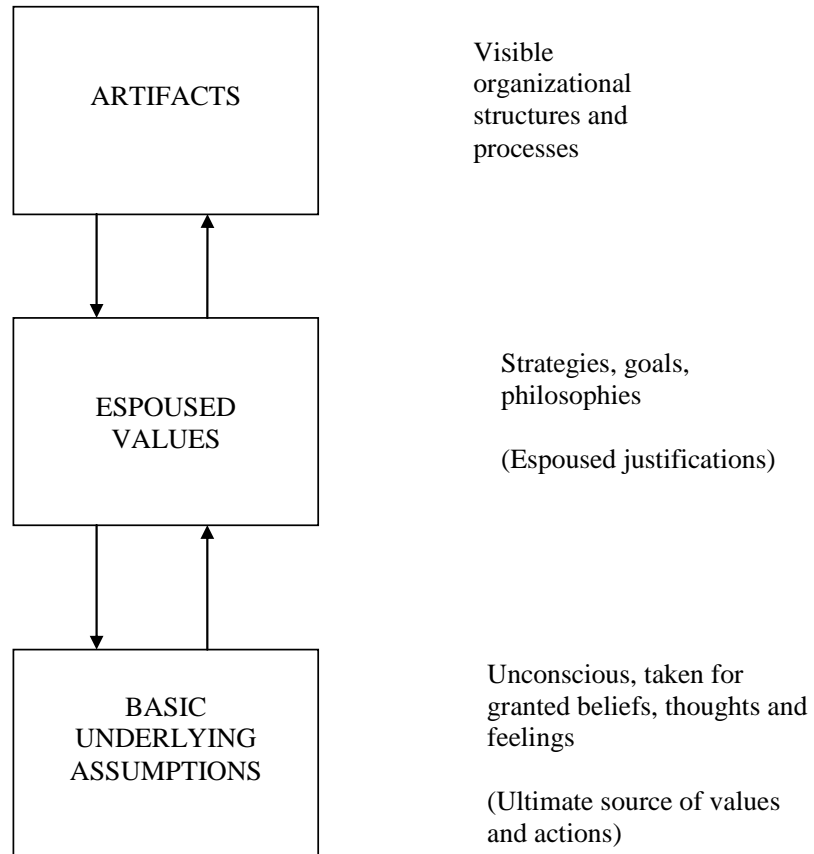
Worcester Fire Department Table of Organization:

**WORCESTER FIRE DEPARTMENT TABLE OF ORGANIZATION**



Appendix C

*Schein's Level's of Culture:*



Source: Schein 1985

## Appendix D

### *Schein Culture Content Questions:*

#### ***Mission, strategy and goals:***

What is the fundamental mission of your organization? What is its reason for being? What justifies its existence in the larger scheme of things?

How do your organization's strategy and the goals derived from it fit that mission?

Where did this strategy and set of goals come from/ Is the strategy completely based on formal reasoning and logic, or is it partly a product of the beliefs and biases of the organization's founders and leaders?

#### ***Means: Structure, systems, and processes:***

How did your own organization develop its approach to meeting goals?

How and why did it develop the kind of structure that it has? Do the formal structure and the design of how work gets done largely reflect the beliefs of the founders and leaders of the organization?

To what extent are the means used in the functional and geographic divisions the same (or different)?

Is there evidence that your culture has strong sub-cultures within it? What are they based on?

#### ***Measurement: Error-detection and corrective systems:***

What are the error-detection systems in your organization/ How do you discover that you are not meeting goals and targets?

What do you do about it if you discover that some important goals are not being met/

Are there variations among parts of the organization in how they measure themselves and what they do about the results? Can you see evidence in such variation of important subculture differences?

#### ***Common language and concepts:***

Does your organization use special jargon or acronyms that you take for granted but that an outsider finds strange and undecipherable? What are some examples?

What do your friends notice about your language and way of thinking that they associate with membership in your organization?

If you have worked for more than one organization, what are the differences among them in how people talk and think?

***Group boundaries: Who is in, and who is out?:***

What are the badges of membership in your organization?

Do you have special symbols or privileges to symbolize degrees of membership?

Do you think about who is an insider, who is an outsider, and what this means in terms of your relationship to those people?

Can you recall what it was like to enter your organization?

Have you brought anyone into your organization? How did you manage the process?

***How relationships are defined:***

How appropriate is it to interrupt the boss when he or she is speaking?

If you disagree with the boss, do you feel encouraged or discouraged to voice your disagreement face to face? Is it okay to disagree in front of others, or do you have to seek the boss out and disagree privately?

Does your boss level with you about your performance, or do you have to guess how you are doing?

If your boss asks you to evaluate him or her, how comfortable would you be saying exactly what you think and feel?

How would your subordinates answer these questions in regard to you as a boss?

Can you bring family and personal problems to work, or are you expected to keep those separate from work and private? Do you share with your colleagues or boss the problems you are having at home?

If you and your partner are in a dual-career situation and you have to go home, say to tend to a child, do you feel comfortable explaining the situation, or do you feel you have to invent an ironclad excuse to go home (perhaps taking a sick day or vacation day)?

When you are at an informal event with your colleagues or boss, what kinds of things do you talk about? How comfortable are you in socializing with others in the organization? How many of them are friends whom you see regularly?



***How rewards and status are allocated:***

In your work situation, what do you consider to be a reward or punishment?

What signals do you pay attention to in order to figure out how you are doing?

When others get visible rewards, is it clear to you what they did to deserve them? When others get punished, how do you know they are being punished, and is it clear what they did to deserve the punishment?

Can you identify the people with higher and lower status in your organization, and is it clear to you what their status rests on?

How does your organization define itself relative to others in its industry, and what are its aspirations for the future?

***Assumptions about the relationship of humans in nature:***

Does it view itself as dominating, just fitting into a niche, or passively accepting whatever the environment makes possible?

***Assumptions about human nature:***

What are the assumptions or messages behind the incentive, reward, and control systems in your organization? Do these systems communicate trust of employees or mistrust?

If you had to rate your organization on a ten-point scale (with 1 being totally Theory X, 10 being totally Theory Y) how would your organization score? Would units of your organization reflect different assumptions?

Do you believe that employees and managers can be developed, or do you basically have to select them for the right qualities? Which qualities are developable, and which are not?

***Assumptions about human relationships:***

How does your organization reflect deep individualistic versus group assumptions?

How are incentives, rewards and controls organized? If teamwork is espoused, how does it work out in practice?

***Assumptions about the nature of reality and truth:***

If you think of one or two key decisions that your organization has made in the last several years, what were the decisions ultimately based on? How was information defined? What was treated as fact versus opinion? What facts were decisive in making a decision and what ultimately did

the decision rest on? Was it facts or opinions? If opinions, whose opinions mattered, and what gave those opinions credibility?

If you had to rate your organization's decision-making style, (with 1 being completely moralistic and 10 being completely pragmatic) where would you place it on the scale?

*Assumptions about time and space:*

What norms about time do you have in your organization?

What does it mean to be late or early, or to come in late or early?

Do meetings start on time? Do they end on time?

When you make an appointment with someone, how much time do you feel is normal?

Does it bother you to be doing two or more things at one time?

How does your organization react to missed targets or schedules?

How does the physical layout in your organization reflect work style and status?

How do people express their rank through physical and spatial behavior?

How do you organize the space around you, and what are you trying to communicate with how you do it?

How is privacy defined in terms of physical layout?